

**MAINE DEPARTMENT OF ENVIRONMENTAL PROTECTION**

**CLEAN GOVERNMENT INITIATIVE BIENNIAL PLAN FOR FISCAL  
YEARS 2003 AND 2004**

**May 31, 2002**

## 1.0 INTRODUCTION

The Maine Department of Environmental Protection is charged by statute with protecting and improving the quality of our natural environment and the resources which constitute it, and with enhancing public opportunity to enjoy the environment by directing growth and development in a sustainable fashion. The Department advocates programs and regulatory decisions which contribute to the achievement of this mission.

Through authority vested in the Commissioner and the Board of Environmental Protection, the Department exercises the police powers of the state to prevent pollution of the natural environment. It grants licenses, provides technical assistance, conducts compliance activities, initiates enforcement actions, and recommends legislation as appropriate to eliminate pollution. Its staff negotiates agreements with federal, state, and municipal agencies, administers laws relating to the environment, and educates the public and regulated community on environmental issues and obligations.

For the Clean Government Initiative, the Department has a unique role. It is both a co-lead agency with the Department of Administrative and Financial Services (DAFS) for establishing the overall direction of the Initiative as well as an agency which must comply with the requirements of the Initiative. This dual role has provided both departments the opportunity to demonstrate leadership by “walking the walk” on environmental compliance and thereby meet the same high standards that apply to the activities of business and individuals.

The Initiative has three requirements of state agencies:

- completion or demonstration of completion of an audit of its facilities to determine compliance with state and federal environmental laws;
- development of a biennial plan which outlines agency actions to incorporate environmental compliance and sustainability into planning and operational functions; and
- appointment of an employee in the agency to ensure the development and implementation of agency activities for the Initiative.

Because of the number, location, ownership arrangements, current and future occupancy plans, and unique nature of its facilities, the Department has not yet conducted true environmental audits to determine compliance with state and federal environmental laws. An audit schedule is proposed in the section titled PLAN FOR THE 2003-2004 BIENNIAL PERIOD. Likewise, the full complement of agency activities to be accomplished in this, the first biennial period of the Initiative, is included in this section. The agency has appointed David Maxwell, currently the Director of the Division of Program Services in the Bureau of Remediation and Waste Management, as the overseer of the development and implementation of the Initiative within the Department.

## 2.0 ISSUES IDENTIFICATION

As the Department is a natural resource agency comprised largely of individuals committed to environmental protection and resource conservation, many staff expressed interest in becoming involved in the implementation of the Initiative within the agency. By way of example, for years staff have operated ad hoc recycling and collection programs of juice and soda bottles and other traditional “wastes” to support charitable organizations or to simply maximize recycling. It is not in the least unusual for staff living in towns with mature and extensive recycling programs to transport plastics, newsprint, aluminum cans, and small quantities of waste oil accumulated by their colleagues whose towns do not recycle such products. To draw from this esprit de corps, many staff volunteered to participate in the effort through service on an internal team. This team, now called the Green Team, was formed, consisting of a cross-section of Department staff and programs as well as representation from Department regional offices.

During this first phase of the Initiative, the purpose of the Green Team has been to identify priority issues to be addressed in the 2003 and 2004 fiscal year biennial period, as well as to determine the appropriate manner for integration of the Initiative into agency operations. The first task was swiftly accomplished. A number of priority issues were identified through the course of several Team meetings.

Once the initial list of issues was assembled, the Team focused its attention on garnering support for these and any other issues from the remaining staff as its first step toward introducing the Initiative to the agency. The Team believed it was vital to provide all staff with the opportunity to review the list of issues and offer additions or modifications as appropriate. This was accomplished through an agency-wide E-MAIL solicitation of comments on the list as well as open forum discussions which were held in each of the four regions of the Department. Response to the electronic solicitation was very good and turnout for the open forum sessions was high, with the level of interest and participation once again reflecting individual desires to incorporate sustainability practices followed in their private lives into the work environment. Input from both means of solicitation was incorporated into a final list of overall issues to be considered. This list was further examined to identify those issues which were deemed most important and realistic to accomplish in the first biennial period. This shorter list was presented to and discussed with the Department Senior Management Team which endorsed its content. This final list is incorporated in the section entitled PLAN FOR THE 2003-2004 BIENNIAL PERIOD.

In order to facilitate Initiative integration in the agency, the Team believes that appropriate policies and procedures must be developed and communicated. From this belief came the idea that the agency should develop an environmental management system (EMS). The EMS structure of development of an environmental policy statement supported by planning, policies and procedures, and organizational responsibilities is fairly well known and used in the industrial world and to a lesser degree in non-industrial settings. After discussion and consideration of the concept, the Team developed an abbreviated EMS which it felt would work for the Initiative. This abbreviated EMS, or “twelve-step program” as it is now called, was seen by the directors of the Initiative as a practical and systematic approach with potential applicability for each agency participating in the Initiative. Therefore, the model was shared with the other nineteen

(19) participating agencies. Other agencies can use it if they choose, but at this point the Department plans to use this system as a major portion of its Initiative integration.

### **3.0 OBJECTIVES AND TARGETS SELECTION PROCESS**

In selecting appropriate objectives and targets for the final list of issues referenced in the previous section, the Department matched the list with the PRIORITIES FOR THE CLEAN GOVERNMENT INITIATIVE document, developed by the co-directors and their staff and which provided the objectives for the four priority areas of: energy efficiency in vehicles and buildings; recycling/recyclability/product substitution and waste management; chemicals handling/product substitution and waste management; and environmental compliance. The Department identified targets for the 2003-2004 biennial period in each priority area.

Most issues identified by the Department fit neatly into one of two categories; either major or minor systems (building infrastructure) issues, which are relatively few in number, or operational issues. However, one particular systems issue warrants a special note. The Department is in dire need of improvements to the Ray Building in Augusta. Its space limitations and woeful condition need attention to improve the quality of the work environment. Addressing these needs will allow the Department to incorporate more of the methods of achievement which are identified in the PRIORITIES document.

The Department and DAFS concur that the building is in need of a major renovation. It is the desire of both agencies to relocate Ray Building operations to temporary space until the existing Ray Building space can be suitably renovated or until alternate long-term space can be provided elsewhere. To that end, the Department is working with a DAFS-assigned design firm to examine the Ray Building for renovation and possible continued use by the Department. Whatever the end result may be, it is the desire of the Department that its major Augusta-based office building be designed and renovated or built in a manner that it will serve as a model for other such projects. Therefore, for the 2003-2004 biennial period, the Department has intentionally elected to not include targets to address Ray Building major systems (electrical, heating, and water uses) which would likely result in improved efficiencies in energy and other objectives, a decrease in demand for natural resources, and in a better overall work environment.

Having made the decision to not address Ray Building major systems issues early on, the Department looked primarily to its minor systems and all its operations to determine reasonable targets for the biennial period. In the co-leader role with DAFS, the Department stressed to each participating agency that it be "reasonable" in selecting issues for this first period. The Department found that the process of nearly full agency participation in issues identification increased the desire to address many, many issues; and found itself needing to follow its own advice in this regard.

## 4.0 PLAN FOR THE 2003-2004 BIENNIAL PERIOD

Objective	Target	Method of Measure	Performance Indicator	Action Plan	Responsible Person	Target Date	Cost	Status and Notes
Energy Efficiency (fleet vehicles)	Investigate expansion of tele-conferencing capabilities to include all regional offices	Avoided miles	Annual miles per gallon for all agency vehicles	<ol style="list-style-type: none"> <li>1. Assess IT infrastructure for feasibility</li> <li>2. Quantify cost per office</li> <li>3. Identify possible location in each office</li> <li>4. Request funding for each location</li> <li>5. Install in all locations</li> </ol>	David Maxwell with assistance from Green Team, Computer Services staff and regional directors	<ol style="list-style-type: none"> <li>1. 1/03</li> <li>2. 3/03</li> <li>3. 3/03</li> <li>4. 8/03</li> <li>5. 10/04</li> </ol>		
Energy Efficiency (fleet vehicles)	Analyze vehicles needs, including appropriate number and use of vehicles, resulting in increased procurement of hybrids	Miles per gallon	Annual miles per gallon for fleet vehicles	<ol style="list-style-type: none"> <li>1. Establish an inventory of agency vehicles</li> <li>2. Analyze inventory for appropriate number and type of vehicle</li> <li>3. Identify high-consumption and high mileage vehicles which may be targeted for retirement, and investigate more energy efficient options</li> <li>4. Work with CFM to procure appropriate number and type of vehicles</li> </ol>	David Maxwell with assistance from Green Team and administrative liaisons in each bureau	<ol style="list-style-type: none"> <li>1. 11/02</li> <li>2. 2/03</li> <li>3. 4/03</li> <li>4. Ongoing</li> </ol>		

Objective	Target	Method of Measure	Performance Indicator	Action Plan	Responsible Person	Target Date	Cost	Status and Notes
Energy Efficiency (buildings)	Audit selected office buildings for energy efficiency	Kilowatt hours	Annual kwh consumption in audited buildings	<ol style="list-style-type: none"> <li>1. Select buildings to be audited</li> <li>2. Procure auditing services (DECD)</li> <li>3. Identify efficiency improvements</li> <li>4. Select improvements for implementation</li> <li>5. Discuss selections with BGS or landlord</li> <li>6. Secure funding for improvements</li> <li>7. Establish schedule for implementation</li> </ol>	David Maxwell with assistance from Green Team, George Viles, and regional directors	<ol style="list-style-type: none"> <li>1. 1/03</li> <li>2. 5/03</li> <li>3. 7/03</li> <li>4. 8/03</li> <li>5. 8/03</li> <li>6. 1/04</li> <li>7. 6/04</li> </ol>		
Energy Efficiency (buildings)	Improve efficiency and interior environment of primary Augusta office (Ray Building)	Kilowatt hours; Lighting fixtures replaced; gpd of water	Annual kwh consumption; gpd of water consumed	<ol style="list-style-type: none"> <li>1. Work with DAFS/BGS-appointed architect to assess Ray Building space for suitability</li> <li>2. Identify available short and long term options/costs, etc.</li> <li>3. Work with BGS to implement best solution</li> </ol>	David Maxwell with assistance from George Viles, Senior Management Team (SMT), Green Team and other staff	<ol style="list-style-type: none"> <li>1. Ongoing</li> <li>2. 5/03</li> <li>3. Ongoing</li> </ol>		
Recycling/ Recyclability/ Product Substitution/ Waste Handling	Establish a food waste composting program in the Ray Building	Avoided waste disposal costs	Pounds of compost produced annually	<ol style="list-style-type: none"> <li>1. Develop a plan</li> <li>2. Propose plan to BGS</li> <li>3. Implement plan as approved by BGS</li> </ol>	David Maxwell with assistance from George Viles and Ben Dearnley	<ol style="list-style-type: none"> <li>1. 9/02</li> <li>2. 10/02</li> <li>3. 5/03</li> </ol>		

Objective	Target	Method of Measure	Performance Indicator	Action Plan	Responsible Person	Target Date	Cost	Status and Notes
Chemicals Handling/ Product Substitution/ Waste Management	Reduce mercury in agency offices and laboratories	Product substitutions made; mercury removed; environmentally preferable products purchased	Number of substitutions made; weight of mercury removed; number of preferable products purchased	<ol style="list-style-type: none"> <li>1. Inventory offices for mercury containing products</li> <li>2. Identify items needing to be replaced</li> <li>3. Investigate substitutions</li> <li>4. Procure substitutions as available and deemed cost effective</li> </ol>	David Maxwell with assistance from Green Team and other staff	Ongoing		
Chemicals Handling/ Product Substitution/ Waste Management	Inventory chemicals for possible substitutions	Chemicals replaced; environmentally-preferable products purchased	Weight of chemicals replaced; number of preferable products purchased	<ol style="list-style-type: none"> <li>1. Inventory offices for non-custodial chemicals</li> <li>2. Research possible substitutions</li> <li>3. Switch to preferred products as available</li> </ol>	David Maxwell with assistance from Green Team and other staff	Ongoing		
Environmental Compliance	Develop a schedule for facility audits	Audits conducted	Number of audits conducted; number of audit findings	<ol style="list-style-type: none"> <li>1. Identify facilities to be audited</li> <li>2. Retain audit services</li> <li>3. Review audit findings</li> </ol>	David Maxwell with assistance from Green Team, SMT, and other staff	<ol style="list-style-type: none"> <li>1. 9/02</li> <li>2. 12/02</li> <li>3. 5/03</li> </ol>		
Environmental Compliance	Develop an environmental management system (EMS) appropriate to the agency	Management review	Annual review	<ol style="list-style-type: none"> <li>1. Prepare draft EMS for review by Green Team and SMT</li> <li>2. Hold discussion forums to obtain staff input</li> <li>3. Revise draft EMS</li> <li>4. Train staff on EMS requirements</li> </ol>	David Maxwell with assistance from Green Team and SMT	<ol style="list-style-type: none"> <li>1. 1/03</li> <li>2. 5/03</li> <li>3. 6/03</li> <li>4. 9/03</li> </ol>		

## 5.0 SUCCESSES TO DATE

The Department is especially pleased to note a number of successes which it has already achieved, prior to the creation of the Initiative. Some of these successes are:

### ENERGY EFFICIENCY

- Vehicles

The Department is the first agency in state government to procure vehicles which operate, in full or in part, on fuels other than gasoline. The Department currently has nine (9) hybrid (gasoline/electric) vehicles in its fleet: eight (8) Toyota Prius models and one (1) Honda Insight model. These vehicles are extremely fuel-efficient and are certified to either ultra low or super ultra low emission (tailpipe) standards.

In addition, the Department has had several dual-fueled gasoline /propane vehicles.

- Buildings

Several years ago the Eastern Maine Regional Office in Bangor installed WINDOW QUILTS on all windows to reduce air inflow from the outside. While the quilts need some repair work, they function well and continue to serve the intended purpose until replacement windows or storm sashes can be installed.

The Northern Maine Regional Office in Presque Isle received high marks in an energy audit conducted by Maine Public Service. A notable finding in the audit is the combination oil/wood furnace for the building, the high efficiency lighting, and the amount of both ceiling and wall insulation. This office has also installed two non-mercury thermostats.

Our eastern and northern regional offices provide for daily building shutdown, ensuring that lights and other equipment are routinely turned off each day.

The change/shower rooms in our primary office building in Augusta have recently undergone some minor renovations including the installation of low-flow showerheads in each of the four (4) compartments.

Our most recently renovated facility, the DEP Response Building in Augusta, will shortly receive a solar tube to provide light to interior spaces, thereby reducing the need for use of electric lighting in the area.



## RECYCLING/RECYCLABILITY/PRODUCT SUBSTITUTION/WASTE MANAGEMENT

It is the consensus of staff that the Department is successful in its efforts to recycle waste paper as well as other commodities as described in Section 2.0. Agency staff have stressed a desire to increase the types of products recycled.

## CHEMICALS HANDLING/PRODUCT SUBSTITUTION/WASTE MANAGEMENT

The Department it directly promotes good chemicals handling and waste management practices through proper clean-up and disposal of its own products as well as those of other agencies and certainly for those outside state government. In the course of other operations, the Department actively promotes resource preservation and conservation by encouraging use of non-phosphate containing products, such as fertilizers and detergents, maintenance of vegetative buffers along water bodies, procurement of alternatively powered vehicles, and many other efforts.

Recently the Department coordinated a successful statewide mercury thermometer collection program which removed more than fifteen (15) pounds of mercury from state government offices and the homes of employees. While the effort started out to collect only thermometers, many other mercury containing devices (thermostats, blood pressure equipment, etc.) were collected.

Department staff has worked in conjunction with DAFS staff to remove and replace mercury convenience light switches in state vehicles prior to sale of those vehicles through public auction.

In another effort to again lead by example, the Department has replaced mercury containing thermostats in offices with electronic devices and the laboratory in the Northern Maine Regional Office will be free of mercury in the summer of 2002.

## OTHER

The Department has made a conscious effort to replace virtually all of its boat motors with newer, four-cycle engines. This minimizes the opportunity for petroleum contamination to surface water bodies and reduces noise.

## **6.0 OBSTACLES TO PLAN IMPLEMENTATION**

As of the date of this report, the Department sees no apparent impediments to implementation of the biennial plan detailed in Section 4.0. As always, decisions regarding the use of scarce dollars must be made with consideration of both short and long term effects.

## **7.0 CONCLUSION**

The Department has enjoyed its dual role in the Clean Government Initiative, most particularly the opportunity to collaborate with other state agencies and share ideas for how best to carry out the mission of the Initiative. Much insight has been gained through the individual meetings held with each of the twenty-one (21) participating agencies. An

added benefit has been the strengthening of existing ties with the Department of Administrative and Financial Services. The team approach to the Initiative has provided the two agencies with an additional forum to address areas of mutual interest. The Department looks forward to continued cooperation and success across a wider span of state government as the state funded institutions of higher learning are included in the Initiative, as well as to success in the efforts it plans to undertake as it complies with the requirements of the Initiative.